

CITY COMMERCIAL CORPORATE - FAULTY ATM**The Situation**

You are the manager in charge of all the ATM's in Birmingham. City Commercial Corporate Company (CCC) is known for the fact that they have pioneered the development and deployment of ATM's using the latest IT technology available. Your average downtime and service level costs are the lowest in the Group.

The Problem

For the last two weeks the ATM inside the banking hall has not been reading cards for the first two hours of business every day. You have had the technicians out to look at this problem. Every time they make a maintenance call, they strip the inlet card reading area, clean it and reassemble it. However, the next day the ATM has the same problem.

Due of the nature of this problem, you decided to investigate it further and noted the following.

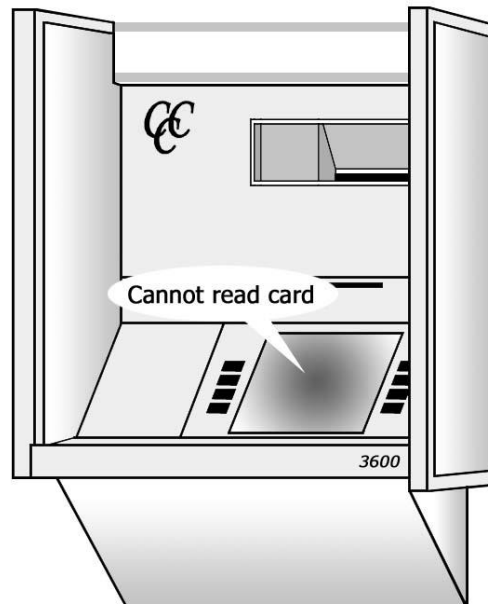
More Background Information

This ATM is quite unique. Although it is a Model 3600 like all the others, it has some history to it. This ATM was delivered to the branch when renovations started. It was decided to put this ATM inside the banking hall and not outside, as was originally planned. Therefore, this ATM had to be stored in the storeroom until the ATM site was constructed and was ready for the ATM's installation.

It has been confirmed that this is the only ATM 3600 in Birmingham that has this problem. The non-reading of cards occurs every morning from Monday to Saturday from 8:00 am to approximately 10:00 am.

During the building period we had a lot of dust in the branch, but the cleaner in our branch cleans this ATM every morning before the branch opens.

The problem was reported for the first time three weeks after it was installed and according to staff members they cannot recall if it ever happened during the first three weeks of its operation.



Customers would insert their cards, but even before they can enter their PIN numbers their cards are rejected with a message "Cannot Read Card". The Branch Manager verified this after she had used her own credit card to test the ATM one morning. The ATM accepted her card only after she had tried thirty two times. The next day she was in the branch early and tried it again and it worked the first time. Then she tried it on Sunday morning (a non-working day) and it worked again, but Monday morning at normal opening time the problem appeared again.

This has been the most frustrating problem that you have experienced with an ATM and the technician maintains that it is not a technical problem. The branch manager then decided to ask everyone involved with the ATM to tell her what they are doing.

- The money gets replenished at regular intervals in the morning and the afternoon.
- The machine with all its moving parts gets serviced every three weeks.
- Two weeks ago the visiting General Manager saw the dirty state in which the inside ATM was and insisted that the cleaner cleans it as he cleans the rest of the branch.
- The Saswich Internet Data link is checked every morning at 7:45 am for connect ability.

What is going on and why is this happening?